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28 JUL 1960

MEMORANDUM FOR THE RECORD

SUBJECT : Financial Management Improvement Instruction No. 4 (Revised)

REFERENCE: Memorandum for Comptroller from Assistant Deputy Director (Support)
dated 27 June 1960

1. On 6 July I discussed the referenced memorandum with Mr. H. Gates Lloyd, Assistant Deputy Director (Support).

2. I explained to Mr. Lloyd that Financial Management Improvement Instruction No. 4 had been in effect over a year and those responsible for carrying out the provisions of the instruction had never expressed any criticism of the clarity of the paper. I further explained that the paper which he was criticizing as unclear was the same basic paper issued a year ago with a few revisions and I wondered whether he realized that the paper which he had recently signed was not in fact an original and new issue but merely a revised instruction. Mr. Lloyd admitted that he had not understood that the instruction was a revision of an instruction over a year old but that he still felt that the paper was very difficult to understand. I pointed out to Mr. Lloyd that the paper is a very technical instruction and that it would be difficult for anyone other than trained fiscal personnel with background in the Agency financial system and problems to understand F.M.I. No. 4 and that it was perhaps unfair to expect Mr. Lloyd to sign this paper under those circumstances; but over a year ago it was determined that the signature of the Comptroller would not be acceptable to the Deputy Director (Plans) on F.M.I. instructions and that, therefore, it was determined necessary for the Deputy Director (Support) to sign all F.M.I. instructions. Mr. Lloyd and I discussed for several minutes the general problem of Comptroller procedural issuances and agreed that in many instances they would only be clear to accountants and persons familiar with the Office of the Comptroller financial systems and techniques. During this conversation I advised Mr. Lloyd I felt many of our instructions could be better edited and perhaps in some instances made briefer and that it is our intention to pay closer attention to format, construction, wordiness, etc.

3. At the end of the conversation, Mr. Lloyd stated that he had not intended to be as critical as perhaps I had interpreted from his memorandum of 27 June and he was glad that I had discussed the memorandum with him.

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